

Idaho Correctional Industries Strategic Plan FY07- FY10

Mission Statement

First: To reduce idleness by employing inmates through safe, productive, and rehabilitative training and employment enterprises, which teach valuable job seeking and job keeping skills;

Second: to produce and market modern, cost-effective, quality products and services at competitive prices to meet the need of authorized markets;

Third: to save taxpayer dollars and raise sufficient revenue to sustain operating costs of industries programs and help offset cost of future expansion.

Goal

To implement a four-year plan focusing on achieving a strategic goal that is reflective of our legislative charter and forms the basis of our operation.

Goal: Optimize the number of inmate employment/training positions in relationship with product sales to maintain self-funding of operation and provide resources to support growth.

The optimal number of inmate employment/training positions is 275 based on the two critical variables of available industrial facility floor space and manufactured product sales revenue. Floor space and sales revenue determine the number of inmate employment/training positions while operating at financially self-sufficient level. Our current facilities will support 220 positions at Idaho State Correctional Institution, 35 positions at Southern Idaho Correctional Institution 20 positions at Pocatello Women Correctional Center. The three facilities employing 275 inmate positions are capable of producing products that will generate approximately \$7,614,500 of manufactured product sales revenue.

To achieve this goal of adding 75 new inmate employment/training positions over the next four years will require the development and implementation of a marketing and sale plan designed to expand the customer base, improve the sales ratio, and develop new products. The marketing and sales strategy is to increase manufactured product sales revenue 8% per year requiring production, installation and delivery capacity to expand an average of 19 new inmate positions per year. This strategy will result in 75 new inmate employment/training positions over the four-year planning period.

Objectives

To achieve this goal the following objectives must be accomplished over the four year planning period.

	<u>Objective</u>	<u>FY07</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>
1)	Expand Customer Base (New Customers per Year)	50	50	50	50
2)	Increase Manufactured Product Sales Revenue	8%	8%	8%	8%
3)	Increase Inmate Employment/Training Positions	8%	8%	8%	8%
4)	Increase Training Staff	2	2	1	2

Performance Measures

The following performance measures will be used to assess the progress of achieving our goal.

	<u>Performance Measures</u>	<u>FY07</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>
1)	Average Number of New Inmate Employment/Training Positions	16	18	19	22
2)	Increase Annual Manufactured Product Sales Revenue	\$447,500	\$483,500	\$522,500	\$564,000
3)	Annual Sales Per Inmate Employment/Training Position	\$27,969	\$26,861	\$27,500	\$25,636

Benchmarks

Idaho Correctional Industries three benchmarks were established by analyzing our operating performance over the last three years. Since fiscal year end 2004, CI operations have been cash positive and financially self-sufficient averaging 200 inmate positions generating \$5,597,000 of manufactured product sales revenue. This revenue represents \$27,985 of sales revenue per inmate position.

<u>Benchmarks</u>	<u>FY07</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>
1) Total Number of Inmate Employment/Training Positions	216	234	253	275
2) Manufactured Product Sales Revenue	\$6,044,500	\$6,528,000	\$7,050,500	\$7,614,500
3) Annual Sales Per Inmate Employment/Training Position	\$27,983	\$27,897	\$27,868	\$27,689

External Factors

External factors impacting this goal are the availability of new qualified training supervisors, regional and state economic conditions, and a stable inmate population. These factors will impact the number of inmate positions CI can support and remain a self-funding organization.

Idaho Correctional Industries Strategic Plan Fiscal Years 2007 – 2010

Goal: FY07 (Year 1 of Planning Period)

Optimize the number of inmate employment/training positions from 200 to 216, and increase sales of manufactured products by 8% to maintain self-funding of operations.

Objective	Benchmarks	Action Plan	Driver	Completion Date	Budget
1.a. Expand customer base. Add 50 New Customer Accounts in FY07	.	Develop and implement marketing/sales plan to increase sales and expand public and private sector customer base.	Marty Thomas	June 30, 2007	
1.b. Increase annual manufactured product sales revenue \$447,500.	FY07 Manufactured Product Sales Revenue \$6,044,500	Implement marketing/sales plan.	Marty Thomas Terry Knapp	June 30, 2007	Cost of Goods Sold and G&A Budget Increase \$287,000
1.c. Increase inmate employment/training positions 8% (16 positions)	FY07 Inmate Employment Training positions 216 Average Revenue Per Inmate Position \$27,983	Develop plan to add inmate positions and work stations as manufactured product sales revenue increase	Terry Knapp Kelly Brown	June 30, 2007	Inmate Stipend Budget Increase \$18,000
1.d. Add 2 CI Training Supervisors to train additional inmate positions. Training Staff total 19		Develop and implement plan to add new Training Supervisor.	Terry Knapp	June 30, 2007	\$105,000 Salary & Benefits Budget Increase

Goal FY08 (Year 2 of Planning Period)

Optimize the number of inmate employment/training positions from 216 to 234, and increase sales of manufactured products by 8% to maintain self-funding of operations.

Objective	Benchmarks	Action Plan	Driver	Completion Date	Budget
2.a. Expand customer base. Add 50 New Customer Accounts in FY08		Develop and implement marketing/sales plan to increase sales and expand public and private sector customer base.	Marty Thomas	June 30, 2008	
2.b. Increase annual manufactured product sales revenue \$483,500.	FY08 Manufactured Product Sales Revenue \$6,528,000	Implement marketing/sales plan.	Marty Thomas	June 30, 2008	Cost of Goods Sold and G&A Budget Increase \$307,000
2.c. Increase inmate employment/training positions 8% (18 positions)	FY08 Inmate Employment Training Positions 234. Average Revenue per Inmate Position \$27,897	Implement plan to add inmate positions and workstations as manufactured product sales increase.	Terry Knapp Kelly Brown	June 30, 2008	Inmate Stipend Budget Increase \$20,400
2.d. Add 2 CI Training Supervisors to train additional inmate positions. Training Staff total 21		Implement plan to add CI Training Supervisor.	Terry Knapp Kelly Brown	June 30, 2008	\$108,000 Salary & Benefits Budget Increase

Goal FY09 (Year 3 of Planning Period)

Optimize the number of inmate employment/training positions from 234 to 253, and increase sales of manufactured products by 8% to maintain self-funding of operations.

Objective	Benchmarks	Action Plan	Driver	Completion Date	Budget
3.a. Expand customer base. Add 50 New Customer Accounts in FY08		Develop and implement marketing/sales plan to increase sales and expand public and private sector customer base.	Marty Thomas	June 30, 2009	
3.b. Increase annual manufactured product sales revenue \$522,500.	FY09 Manufactured Product Sales Revenue \$7,050,500	Implement marketing/sales plan.	Marty Thomas	June 30, 2009	Cost of Goods Sold and G&A Budget Increase \$392,950
3.c. Increase inmate employment/training positions 8% (19 positions)	FY09 Inmate Employment Training Positions 253 Average Revenue per Inmate Position \$27,868.	Implement plan to add inmate positions and work stations as manufactured product sales increase.	Terry Knapp Kelly Brown	June 30, 2009	Inmate Stipend Budget Increase \$21,600
3.d. Add CI Training Supervisor to train additional inmate positions. Training Staff total 22.		Implement plan to add CI Training Supervisor.	Terry Knapp	June 30, 2009	\$55,700 Salary & Benefits Budget Increase

Goal FY10 (Year 4 of Planning Period)

Optimize the number of inmate employment/training positions from 253 to 275, and increase sales of manufactured products by 8% to maintain self-funding of operations.

Objective	Benchmarks	Action Plan	Driver	Completion Date	Budget
4.a. Expand customer base. Add 50 New Customer Accounts in FY10		Implement marketing/sales plan to increase sales and expand public and private sector customer base.	Marty Thomas	June 30, 2010	
4.b. Increase annual manufactured product sales revenue \$564,000.	FY10 Manufactured Product Sales Revenue \$7,614,500	Implement marketing/sales plan.	Marty Thomas	June 30, 2010	Cost of Goods Sold and G&A Budget Increase \$368,200
4.c. Increase inmate employment/training positions 8% (22 positions)	FY09 Inmate Employment Training Positions 275. Average Revenue per Inmate Position \$27,689	Implement plan to add inmate positions and workstations as manufactured product sales increase.	Terry Knapp Kelly Brown	June 30, 2010	Inmate Stipend Budget Increase \$24,000
4.d. Add 2 CI Training Supervisors to train additional inmate positions. Training Staff total 24.		Implement plan to add CI Training Supervisor.	Terry Knapp Kelly Brown	June 30, 2010	\$115,400 Salary & Benefits Budget Increase